



Mastering Change and Transformation



Delivering international strategy through change and transformation



The rise of the business model concept has been fueled by digital innovation and the Internet

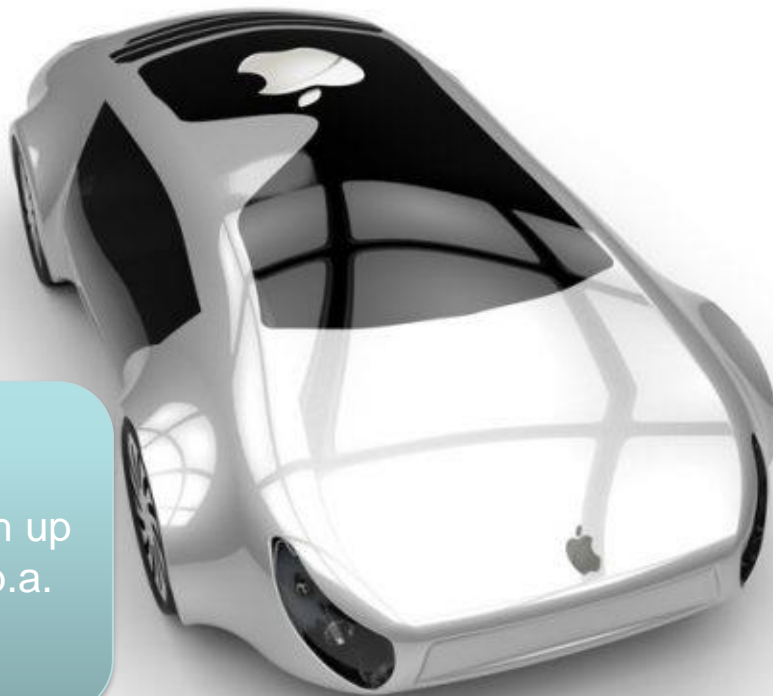




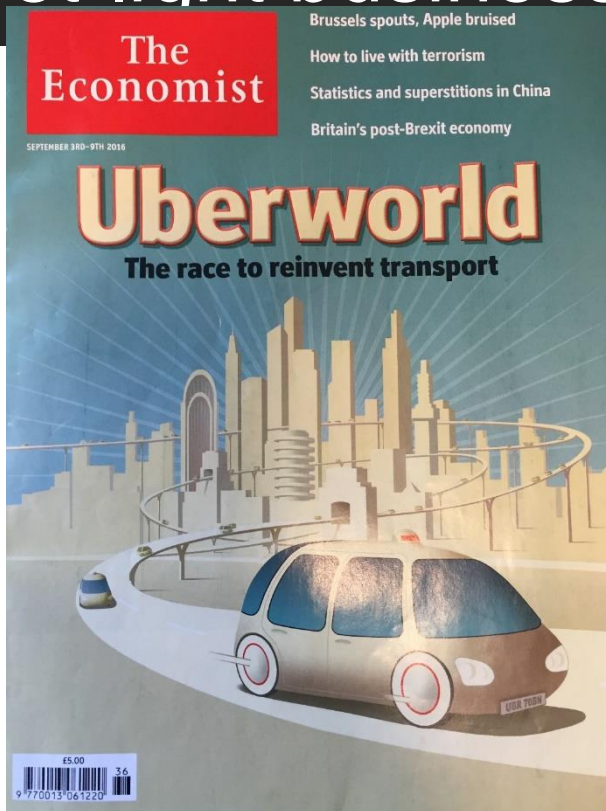
Evolve or obsolesce

Market for
**personal
transport** worth up
to \$10 trillion p.a.
globally

*(The Economist,
September 3rd, 2016)*



Responding to the rise of disruptive, asset-light business models



World's most
valuable startup
(circa \$70
billion)

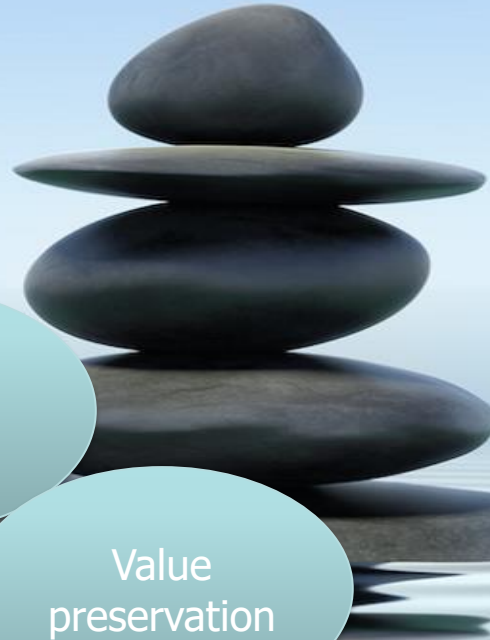
What is a business model?

Value
propositio
n

Value
creation

Value
capture

Value
preservation



“A business model describes the logic of how a company does business – how it creates and captures value through its activities” (Afuah, 2014; Zott et al., 2011).



- An overarching strategic principle is one of global automotive companies expanding their international value propositions from **products** (vehicles) to **services** (mobility/data).
- A related issue is how to adapt incumbent **business models** to be more agile and responsive to technological change and new international market opportunities moving forward.
- VP change + BM transformation = “**Shape shifting**”



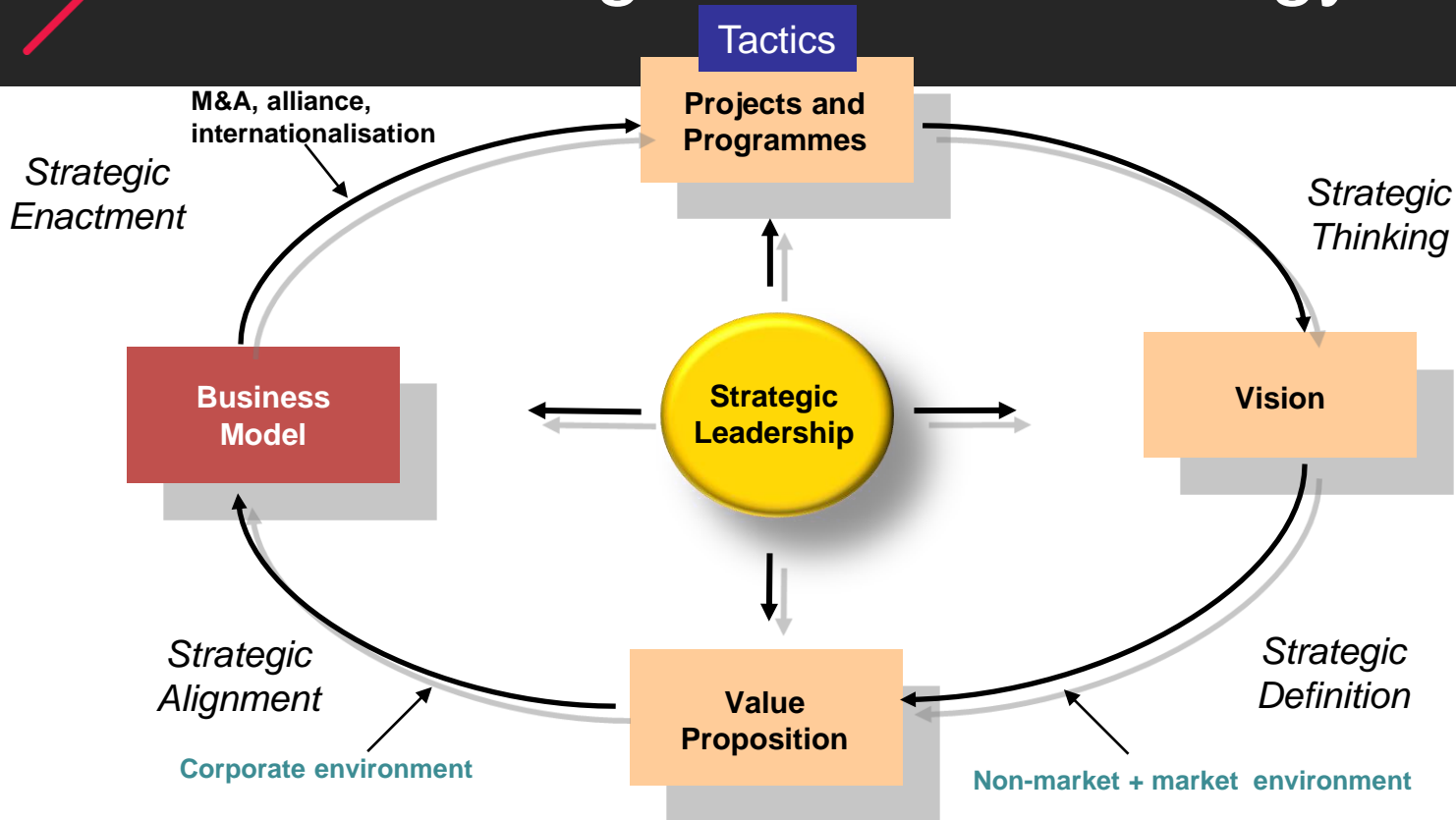
How do you become a shapeshifter?



Through **business
model innovation!**

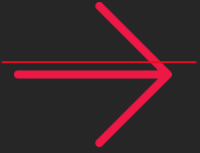


...and through breakout strategy

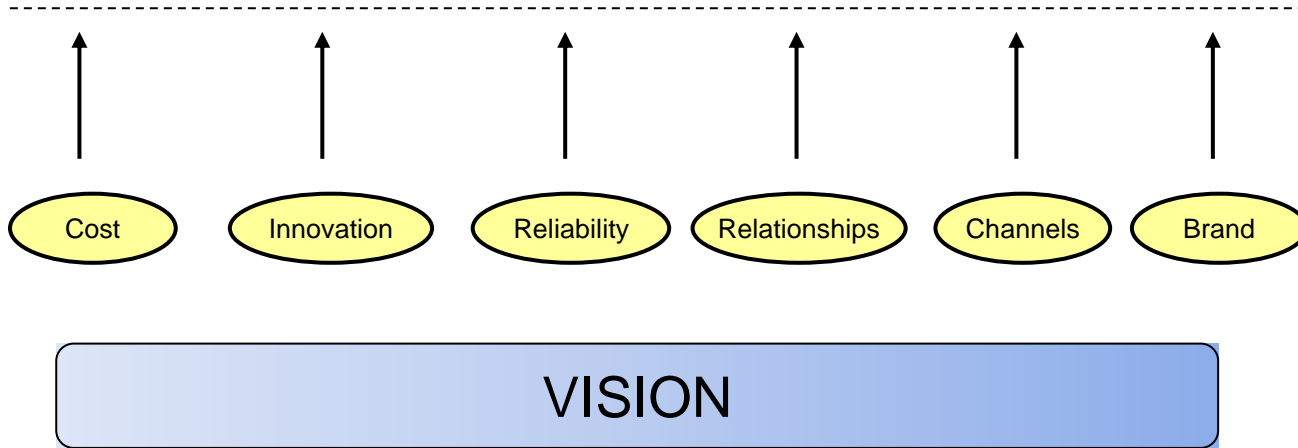


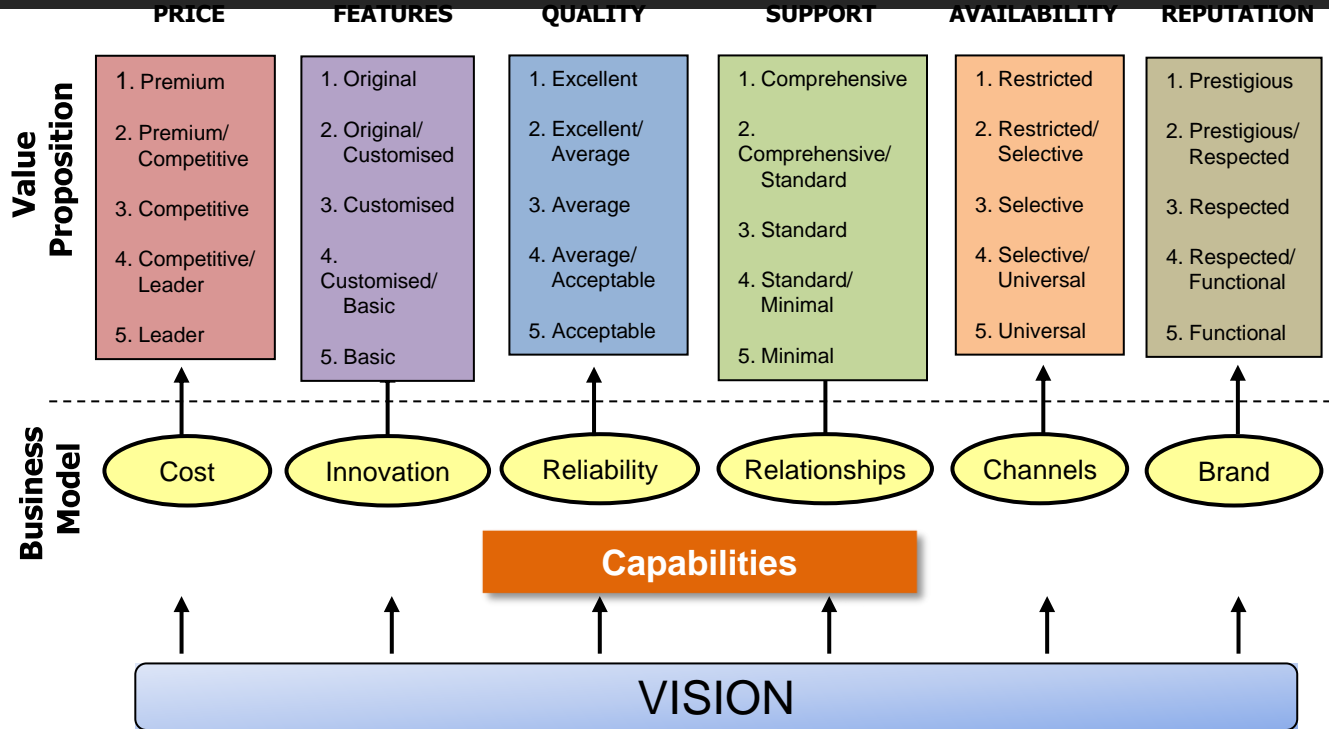
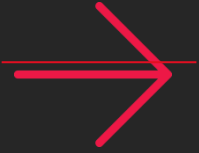


assembling your business model



Impact on the market







Group work



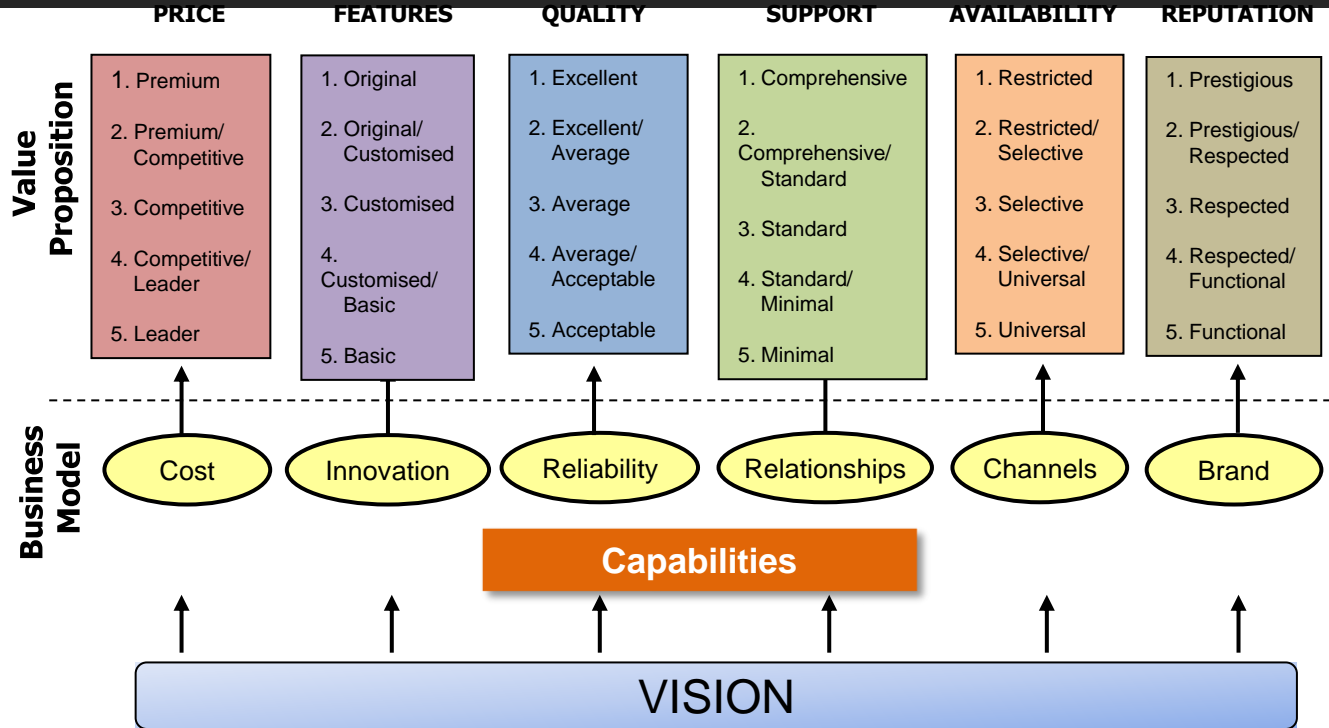
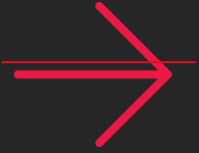


Strategic Alignment

Staying in the same groups as earlier, focused on the same company, determine your business's present and future (intended) value proposition.

What strategic business objectives need to be agreed to deliver on this strategic change?

VALUE PROPOSITION			BUSINESS MODEL	
Element	Movement		Element	Business Objectives
Price		→	Cost	
Features		→	Innovation	
Quality		→	Reliability	
Support		→	Relationships	
Availability		→	Channels	
Reputation		→	Brand	





**SOMEONE IS
SITTING IN THE
SHADE TODAY
BECAUSE
SOMEONE
PLANTED A
TREE A LONG
*TIME AGO.***

- WARREN BUFFETT

